

USACE ENGINEERING & CONSTRUCTION (E&C) COMMUNITIES OF PRACTICE (CoP) POLICY

DRAFT

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1. PURPOSE. This policy provides guidance to and is applicable to all USACE E&C CoP Members.

2. REFERENCES.

- a. USACE Transformation-Lessons Learned from Fluor Corporation, 15 December 2003
- b. Strategic Information Paper, USACE Communities of Practice, Corporate Integration Directorate, Headquarters, 2 February 2004.
- c. USACE 2012: Aligning the U.S. Army Corps of Engineers for Success in the 21st Century, October 2003
- d. USACE 2012 and Communities of Practice (CoP), October 2003
- e. Learning Organization Doctrine, USACE, November 2003
- f. Defense Acquisition University Community of Practice Implementation Guide, 26 September 2003
- g. Defense Acquisition University Know-IT Knowledge Management Definitions

3. INTENT. Contribute to a stronger Corps of Engineers by:

- a. Enhancing professional and technical development and competence of members
- b. Actively sharing and creating knowledge as a corporate asset
- c. Promoting open communication among organizational elements
- d. Reducing errors through standardized shared knowledge practices

4. OPERATING PRINCIPLES.

- a. Membership. All Corps employees with E&C technical knowledge are members of the E&C CoP. Architect/Engineer consultants may also be members, subject to security needs. Participation is voluntary, encouraged, and will be listed in Technical Excellence Network (TEN). Members supporting the CoP may be located anywhere within USACE.
- b. Organization. The E&C CoP is simply a network-type entity without layers, superior or subordinate.
- c. Interoperability. Common operating principles, consistent policy processes, and core toolsets will be established and used as much as possible.
- d. Security. E&C CoP leaders will ensure integrity of governmental operations, preservation of the pre-decisional process independent of unauthorized outside influence, protection of national security, and coordination of positions outside the Corps.
- e. Values. E&C CoP leaders will recognize member contributions, using incentives to encourage and stimulate membership activity.

5. PURPOSE AND FUNCTION. The E&C CoP will capture, share, and create information and knowledge within E&C functional areas; to enhance technical skills and capabilities; and support mission execution by solving common problems, challenges and reducing errors. This will be done thru:

- a. Development and Maintenance of Policy and Doctrine.
- b. Promoting a Capable Workforce by: identification of corporate training and development requirements/solutions; establishment of developmental assignments; and development of subject matter expert locators.
- c. Building and Maintaining National Relationships and Coalitions. Corporate Outreach Plans will be created to insure coordination between and among E&C CoP members with DoD, Navy, Air Force, Army and other Federal entities, external partners and stakeholders. E&C CoP must:
 - (1) Subscribe to related private, NGO and professional websites and publications;
 - (2) Sustain participation with DoD, Navy, Air Force and Army and other boards, committees, working groups and technical teams;
 - (3) Partner with other Federal agencies and national level private sector and professional organizations on mutual areas of interest.
- d. Promoting Organizational Communication.
 - (1) Network directories will be published in TEN.
 - (2) Regular face to face meetings will be conducted, with conference sponsorship rotated.
 - (3) E&C CoP website will be updated to include ties to related regulations, laws, and policy.
- e. Enhancing the Learning Organization.
 - (1) Contributions will be sustained to existing and new systems for sharing lessons learned and best practices.
 - (2) Answers to technical questions where appropriate, will be found in TEN.

6. TYPE OF COP. Formal and Informal CoPs will operate under the acknowledgement of the CoP leader and Charter.

7. ROLES AND RESPONSIBILITIES.

- a. E&C CoP Leaders will be senior level USACE personnel. They will act as Managers for associated Career Programs, will develop and validate national METL, and perform capability analyses for Districts, MSC, and HQ. They are also responsible for short-term milestones in chartering their CoP and long term success metrics.
- b. Members will:
 - (1) Volunteer their learning to other professionals
 - (2) Contribute to networking with interagency, NGO, private and professional networks;
 - (3) Organize community events;
 - (4) Highlight key content areas for situational awareness.
- c. Subject Matter Experts (SME) will serve on policy development and learning agenda cells.

d. Catalysts are typically CoP members who manage, facilitate, vet issues, and act as gatekeeper for benefit of CoP. Catalysts and SMEs may combine to conduct the daily administrative business of the CoP.

8. PROCESSES.

a. Collaboration will occur similar to conducting business in a professional society, utilizing committees, chapters (regional and local) where appropriate.

b. Chartering. The E&C Cop will operate under one signed charter, submitted to HQUSACE Corporate Integration Directorate.

c. Communication will promote the CoP thru marketing, articles, white papers, bulletin boards, conferences, brochures, websites and scheduled e-mails from CoP leaders.

d. Content Management. Community architecture will be designed to allow maximum participation by CoP members. It must ensure relevant, authoritative and fresh information.

(1) Knowledge Object Types are announcements, business cards, case studies, community meetings, events, examples, learning materials, lessons learned, presentations, processes & methods, references, regulatory, related websites, testimonials, tools, & forms.

(2) Content Submission Process. Knowledge Object Types will have assigned owners, a required minimum set of associated metadata, and expiration dates for disposal/archive.

9. RESOURCING.

a. Planning and Programming of Resources. The E&C CoP will submit resource requirements annually to the Corporate Integration Directorate (CID). The CID (utilizing CFAT) will integrate same into the Command Budget process, with assistance from the Corporate Information Division.

b. RIT/PID Resources will provide support to the CoP on an as-needed basis.

c. CoP Policy Development Teams will draw members from Headquarters (such as Programs Integration Divisions or RITs), Divisions, Districts, Laboratories, Centers, and Centers of Expertise. "Checkbook" resourcing may be used to provide some member participation.

d. Regional Resources. The Business Technical Division within the Regional Business Directorate will promote E&C CoP with resources. The Program Support Division will provide resources to facilitate success of existing workforce capabilities.

e. District Resources (CoP members) are expected to provide best practices, lessons learned, and many of the SMEs.

10. METRICS AND MILESTONES will be established to determine how effective the E&C CoP are in reaching and providing value to members. Defense Acquisition University Implementation Guide can provide metric information.

11. LEXICON includes numerous distinctive CoP terms and definitions pertinent to this policy. A more detailed glossary is provided in the associated CoP Engineer Pamphlet scheduled to be published in April 2004.

12. E&C CoP TOOLKIT includes:

a. Change Management Tools, such as community management communication tools, seminar and meeting tools, Value Management tools and leadership tools. People's knowledge (and thus these tools) represent 90% of E&C CoP.

b. CoP achieves its desired purposes and functions via TEN. This tool is an enabler and represents only about 10% of CoP.

13. CHARTER will be completed in accordance with Reference 2.b.